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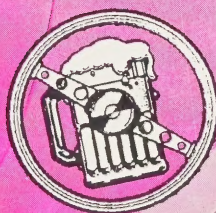
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# ***The Road to Curb Impaired Driving***

***A Manual to Help  
Community Groups  
Who Want to Take Action***



Canada

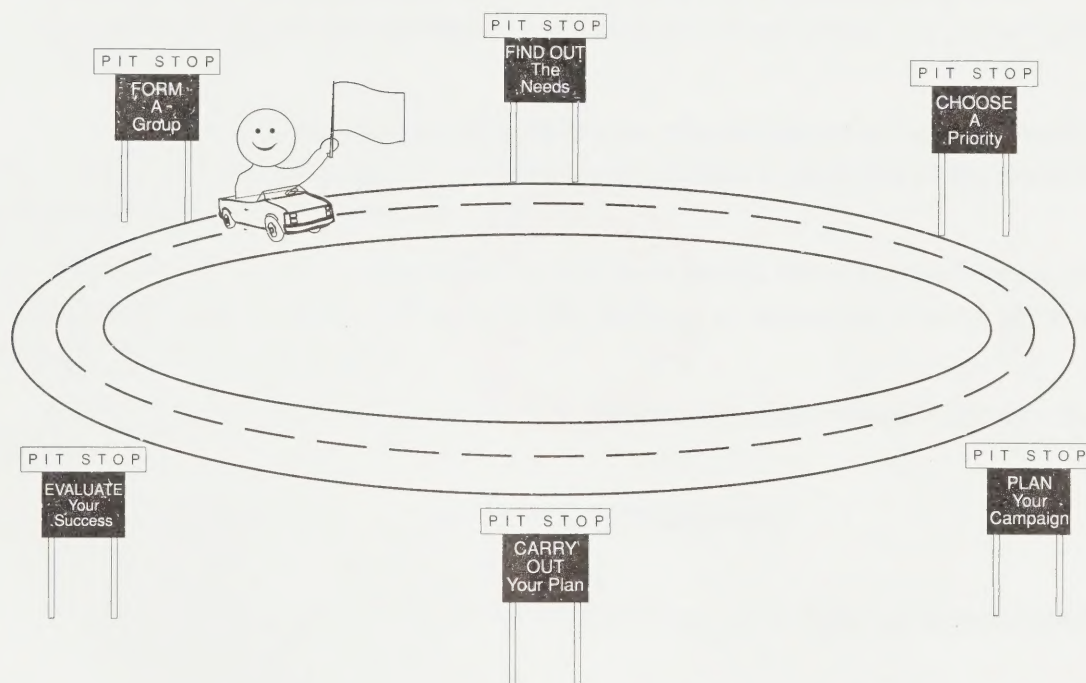




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# THE ROAD TO CURB IMPAIRED DRIVING

A manual to help community groups  
who want to take action



**Health and Welfare Canada**

National Steering Committee on Impaired Driving  
Community-Based Programs Working Group

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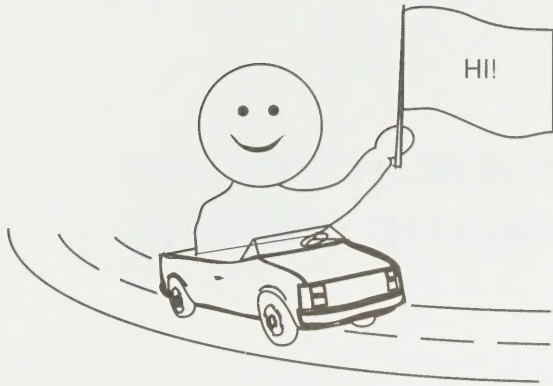
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## THE ROAD TO CURB IMPAIRED DRIVING

### WHY THIS MANUAL WAS PREPARED

The National Steering Committee on Impaired Driving has a long-term commitment to reduce the number of incidents of driving under the influence of alcohol or drugs.

This manual has been prepared to help you take action on an issue that affects us all. Research shows the support of community groups is essential to the success of any plan to cut down on impaired driving.

As a member of your community, you're concerned about the well-being of your community, and concerned about how the problem of impaired driving impacts on the people in your community.

To help you make a difference in your community, this manual includes three sections:

- INFORMATION ABOUT IMPAIRED DRIVING:
  - FACTS about impaired driving;
  - WHY COMMUNITIES should be involved in helping to reduce impaired driving.
- HOW TO MOBILIZE YOUR COMMUNITY, by:
  - forming a group;
  - finding out the needs;
  - choosing a priority;
  - planning a campaign;
  - carrying out your plan;
  - evaluating your success.
- WHERE TO GET MORE INFORMATION.

Meanwhile, you're already on your way to making a difference. Just by reading this manual, you're on the road to curbing impaired driving.





# THE ROAD TO CURB IMPAIRED DRIVING

## Table of Contents

## Page

WHY THIS MANUAL WAS PREPARED .....	1
I. INFORMATION ABOUT IMPAIRED DRIVING	
A. FACTS about Impaired Driving .....	3
• What <i>is</i> impaired driving .....	3
• Some facts you should know .....	3
• Why does impaired driving happen? Who does it happen to? .....	5
• The impact of impaired driving .....	6
• What the law can do .....	7
B. WHY COMMUNITIES SHOULD BE INVOLVED IN CURBING IMPAIRED DRIVING .....	9
• Community involvement matters .....	9
• Communities can help change attitudes and behaviours .....	9
• Communities can keep the issue visible .....	10
• Better prevention than apprehension .....	10
II. HOW TO MOBILIZE YOUR COMMUNITY .....	12
A. Overview of the Process .....	12
B. Form a Group .....	13
C. Find Out the Needs .....	20
D. Choose a Priority .....	25
E. Plan Your Campaign .....	30
F. Carry Out Your Plan .....	47
G. Evaluate Your Success .....	48



## INFORMATION ABOUT IMPAIRED DRIVING

Are you ready? Before you start taking action to reduce impaired driving, you'll want to know some basic information

### A. FACTS ABOUT IMPAIRED DRIVING

#### 1. What is impaired driving?

Impaired driving is the act of operating a vehicle while under the influence of alcohol and/or other drugs.

#### 2. Some facts you should know:

Many people have misconceptions about when they are impaired, what kind or how much consumption is dangerous - and even what operating a vehicle means.

Did You Know That:

- **skill impairment** is what counts behind the wheel of a car or other vehicle. Legally, the figure of 80 milligrams of alcohol in 100 millilitres of blood (also referred to as blood alcohol content [BAC] of 0.08) is used as a maximum allowable level before impairment. But many people - most in fact - register some signs of *skill impairment* well before the blood alcohol content is that high. In fact most people's driving skill is substantially impaired at 0.05.
- **the first part of the body affected by alcohol is the brain.** That means skills such as clear thinking, co-ordination, and reaction time become clouded first. Yet many people say "I'm OK to drive - I've only had a few drinks."
- **factors such as fatigue and anxiety can significantly increase** driving impairment at any level of alcohol consumption.
- **a person's body size makes a difference** to how much alcohol is needed to arrive at intoxication. However, big people get impaired too.
- **women become impaired more quickly** than men, for two reasons. One, because they are generally smaller, and, two, because women's bodies have an average-sized higher percentage of fat than men's. So, a women who intends to drive home needs to be even more cautious about drinking. "A few drinks" is probably too many.





## 2. Some facts you should know (continued)

- **Alcohol is generally eliminated by the body at a steady rate**, that works out to about one drink per hour. If, at any time during a period of consumption, an average-sized person drinks more than one drink per hour, the amount of alcohol begins to “pile up”. That means stopping drinking an hour before you drive home won’t be effective, unless you’ve only had one drink per hour. The safest approach is to not drive at all - or not drink at all.
- **“Common cures” don't work.** Cold showers, coffee, fresh air, exercise and other common ‘cures’ do not sober up a person. Alcohol can only be eliminated from the body one way — over time. Stimulants such as coffee do counteract alcohol’s depressant action on the brain, making a sleepy drunk into a wide-awake drunk — but still drunk, and still skill-impaired.
- **All forms of alcohol** — beer, wine, liquor — are potent and cause impairment. One bottle of beer = one 5 oz. glass of wine = 1 1/2 oz. liquor. Light beer is slightly less potent, with three light beers the rough equivalent of two regular drinks.
- **Mixing drugs makes it worse.** Drugs (prescription or otherwise) mixed with alcohol can seriously harm and impair a person. Sedatives, tranquilizers, anti-depressants and even antihistamines all react with alcohol to produce intensified levels of impairment.
- **Drugs alone can cause impairment.** Impaired driving is not limited to alcohol. Prescription or over-the-counter medications may slow down reflexes or cloud judgement and reduce skills. Drugs such as marijuana and cocaine noticeably impair perceptions. If using any drug, avoid driving.
- **Driving does not just include cars and trucks.** Impaired drivers are a hazard to themselves and others when they are operating boats, snowmobiles, all-terrain vehicles, heavy machinery and even dogsleds. A person too impaired to drive a car is also too impaired to drive anything else.





### 3. Why does impaired driving happen? Who does it happen to?

- **People are unaware of the facts.**

The facts you've just read may have provided some new information. You're not alone. Many people don't know or minimize the dangers of having a few drinks or taking a drug, and then driving.

Most people have become aware of the legal and safety hazards of driving while impaired. But many still don't realize that *any* amount of alcohol or drugs can be too much. People tend to minimize the effect of these substances on their system, or believe they can "handle" more than they actually can.

- **Driving under the influence seems "socially acceptable".**
  - Many people don't consider drinking and driving to be wrong. Just as people see no problem with having a few drinks, many drinkers never even consider alternate transportation after indulging.
  - Some people believe it is everyone's right to drink, and many people also consider driving a right, rather than a privilege. The attitude of "no one is going to tell me I can't drive my car" is common. Tied in with this may be an attitude that "the laws are made for other people—not for me."
  - For some, there is also a certain image attached to drinking and driving, that it is "cool" to indulge, then drive. Public education and peer pressure may help effect an attitude change.
  - In some regions or communities, people just don't care no matter what facts they hear. Everybody does it, so what's the difference? All it takes is a few concerned and responsible people to get the ball rolling and the message may begin to sink in.
  - In isolated communities, the issue may not seem to apply. If there are no roads, how can they be guilty of impaired driving? But driving a snowmobile, a boat, all-terrain vehicle or steering a dog sled requires just as much skill — perhaps more. And the consequences of impairment, including legal consequences, death, serious injury and loss of livelihood, are just as severe.



- **High risk groups**

Almost all drivers who drink and operate a motor vehicle have been behind the wheel when they shouldn't have. The fact is, impaired driving can happen to anyone in any age group, at any time. No one is immune.

There are, however, some groups that are at higher risk. These include:

- young drivers, in the 16 - 25 year-old age range. They are the most likely to die in impaired driving crashes. In fact, traffic accidents are the leading cause of teenage deaths. This does not necessarily mean there are more young impaired drivers, but that their inexperience behind the wheel, combined with drinking or drug taking, makes them more likely to have an accident.
- drivers aged 50 plus. Again, slightly slower physical responses, combined with intoxication, make them more likely to have an accident.
- those with chronic alcohol or other drug abuse problems, whatever their age.

#### **4. The impact of impaired driving**

- **Death and injury**

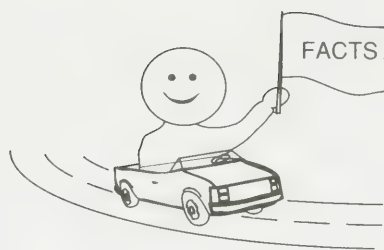
- Impaired drivers in general are more likely to be killed in car crashes than non-impaired drivers. Their passengers are also at greater risk. In the last decade, 51,300 Canadians have died in traffic accidents. Forty to fifty percent of drivers who were killed were impaired.
- Even more likely than death, however, is serious injury. Brain damage and injuries to the head and face are the most common type of injury.

- **Long-term costs**

- Emergency medical intervention, hospitalization and rehabilitative care all cost money. In the last decade, more than two million Canadians were injured in traffic accidents. The cost of accidents - in terms of medical bills, car repairs and loss of productivity is about \$5 billion.

More information, including current statistics on impaired driving and related traffic accidents in each part of Canada, is included in Appendix A.





## 5. What the law can do

- **Hold people responsible**
  - **Servers**

Increasingly, servers (the people who serve drinks in licensed establishments) are receiving training to help them curb the amount of alcohol consumed by customers. Designated Driver programs are part of that server intervention training. In all provinces, servers are now accountable (that is, they are legally liable) for the actions of a person who is intoxicated when leaving the servers' premises. Successful lawsuits against drinking establishment owners and staff are making servers more conscious of their legal responsibilities and liabilities.

- **Vehicle owners**

A vehicle owner risks financial and personal burden if he/she lends the vehicle to someone who drives under the influence. If a crash results, the vehicle insurance is invalid.

- **Drivers**

Naturally, impaired drivers are the people who are expected to take the greatest responsibility for the consequences of their actions. Not only is their car insurance invalid, which is especially important in case of a crash, but if charged and found guilty of impaired driving, they will receive penalties that could include jail for some.

- **Treatment programs**

Many provinces in Canada require those convicted of impaired driving offences to take part in an alcohol assessment and/or treatment program before they can have their driver's license re-instated.

Long-term treatment programs may be required for repeat offenders.

For more complete information on the law and treatment programs in each province and territory of the country, please refer to Appendix B.



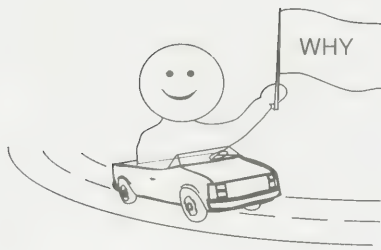
## 5. What the law can do (continued)

- **Convictions and suspensions**

Offence	Sentence upon Indictment Procedure	Possible Sentence upon Summary Conviction Procedure
<b>253(a)</b> Driving while ability impaired by alcohol or drugs	Up to 5 years in jail	First offence: minimum fine \$300; maximum fine \$2,000 or 6 months in jail or both. Second offence; not less than 14 days and up to 6 months in jail. Each subsequent offence; not less than 90 days and up to 6 months in jail.
<b>253b)</b> Operating motor vehicle while blood alcohol content over 0.08	Up to 5 years in jail	Same as 253(a)
<b>254(5)</b> Failing to provide a breath or blood sample	Up to 5 years in jail	Same as 253(a)
<b>255(2)</b> Impaired driving causing bodily harm	Up to 10 years in jail	N/A
<b>255(3)</b> Impaired driving causing death	Up to 14 years in jail	N/A
<b>259(4)</b> Driving while prohibited or disqualified from driving	Up to 2 years in jail	Up to \$2,000 fine or 6 months in jail or both.

Provinces often impose additional requirements of treatment before a driver's license is re-issued.





## **B. WHY COMMUNITIES SHOULD BE INVOLVED IN CURBING IMPAIRED DRIVING**

### **1. Community involvement matters**

Research has indicated that community involvement is a key factor in the effectiveness of programs to reduce impaired driving.

The law and the media can do only so much to deter impaired drivers and make them aware of the issue. After that, it takes acknowledgement of the problem by those close to home, and their desire to do something, to make a difference.

Because ultimately we all pay for impaired driving through medical bills, enforcement system costs, insurance rates, the loss of productivity and the lives of those we know, it's a problem worth facing.

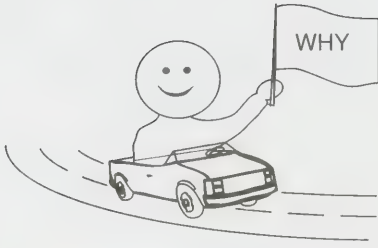
### **2. Communities can help change attitudes and behaviours**

The opinions of the people we care about and know make a big difference to all of us. That's why community intervention is so important to help combat problems like impaired driving.

Outside 'professionals' may offer advice, but before any program or idea is accepted by the people at large, it must often be accepted by the key people in the community.

It's one thing to hear a television commercial against driving under the influence, but quite another to have your friend, neighbor or fellow worker speak against the problem at work, a club or church meeting — or party.

Day-to-day intervention by friends, neighbors and colleagues goes much farther in influencing attitudes than the law or media can. As members of a community, you are concerned about what's happening everywhere, but much more interested in working with others to keep your own area a safe place to live.



### **3. Communities can keep the issue visible**

Research indicates that long-term programs have a higher success rate overall than one-time or short-lived attention-getting blitzes.

Communities have events and activities all year-round that lend themselves to activities related to impaired driving awareness.

Outside agencies aren't able to be on hand regularly, but community groups can be.

Keeping the issues visible makes success a step closer.

### **4. Better prevention than apprehension**

None of us really want our family, friends or acquaintances to end up dead, injured or in jail due to impaired driving.

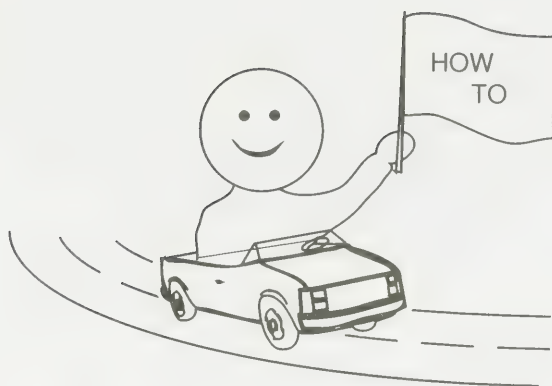
But it's up to us to help those we know be aware of the facts, and the options, so they can make logical, educated choices.

Stop impaired driving before it becomes a legal issue.

...and now...

here's how...

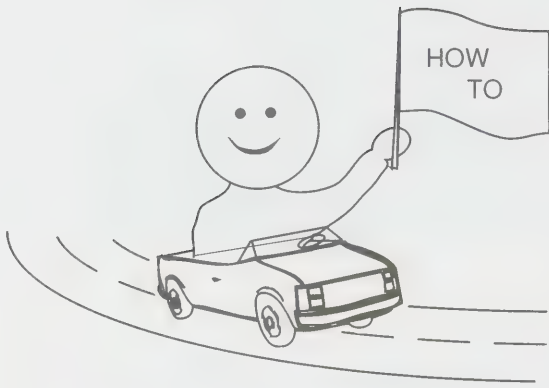




## THE ROAD TO CURB IMPAIRED DRIVING

### II. HOW TO MOBILIZE YOUR COMMUNITY

	Page
A. OVERVIEW OF THE PROCESS	
B. FORM A GROUP	
1. Who should be involved? .....	14
2. Your first meeting .....	15
C. FIND OUT THE NEEDS	
1. Gather information .....	21
2. Each community is special .....	24
D. CHOOSE A PRIORITY	
1. How to choose your focus .....	26
2. Get acceptance from influential people .....	28
E. PLAN YOUR CAMPAIGN	
1. Develop your plan .....	31
• Goal .....	32
• Objectives .....	32
• Campaign activities .....	34
• Enforcement .....	35
• Media .....	35
• Community involvement .....	37
• Evaluation plan .....	38
• Budget .....	41
• Tasks and timelines .....	41
• The overall project plan: a sample .....	42
2. Review and revise .....	46
3. Finalize the plan .....	46
F. CARRY OUT YOUR PLAN .....	47
G. EVALUATE YOUR SUCCESS .....	48



## II. How to Mobilize Your Community

### A. OVERVIEW OF THE PROCESS

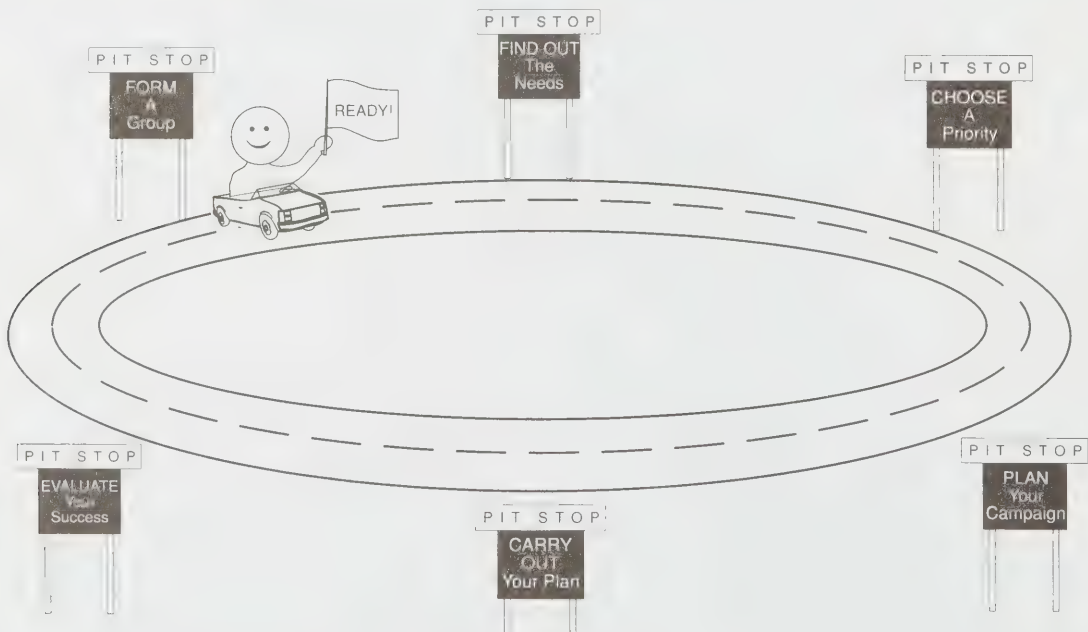
You've agreed that impaired driving is an issue worth facing, and one in which community involvement makes a difference. You already know that impaired driving

- claims lives,
- causes injuries,
- costs money.

But knowing isn't enough. What can be done to change the problem?

This guide will assist you in planning, organizing and evaluating a community campaign, to increase awareness about impaired driving or to take other action. To get started, all you need is a commitment — because there are no instant results, and you don't want to let any early disappointments throw you off the track.

Here's how it works:



The road to curb impaired driving

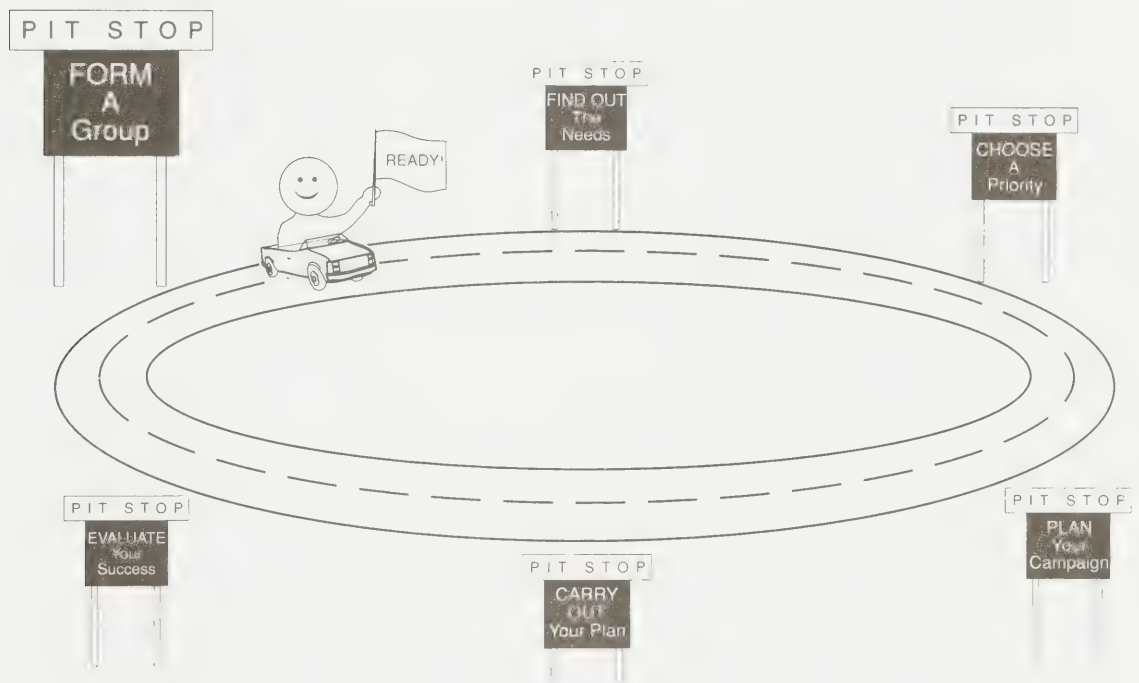


## Who can help

A number of agencies are available to help your community with the process, by offering information and advice. These include national and provincial groups, such as Alcohol and Drug Abuse Commissions, Counter-Measures Programs, vehicle insurance crown corporations or citizens groups such as People Against Impaired Driving (PAID) and Mothers Against Dangerous Driving (MADD). A partial list is included as Appendix C.

Meanwhile, let's see where the road takes us.

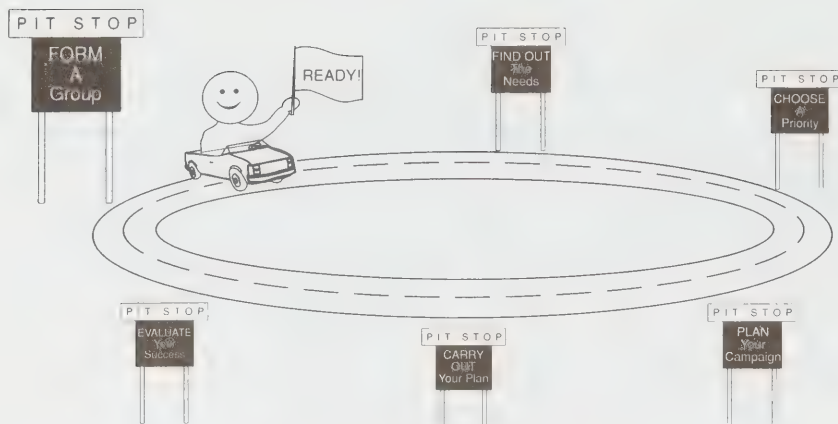
## B. FORM A GROUP



The road to curb impaired driving

The first stage is to **form an action group**.

If you're concerned about impaired driving, it's likely that others in the community are, too. Find them and form a group. If there already is a group, use this manual to help plan and carry out action campaigns.



The road to curb impaired driving

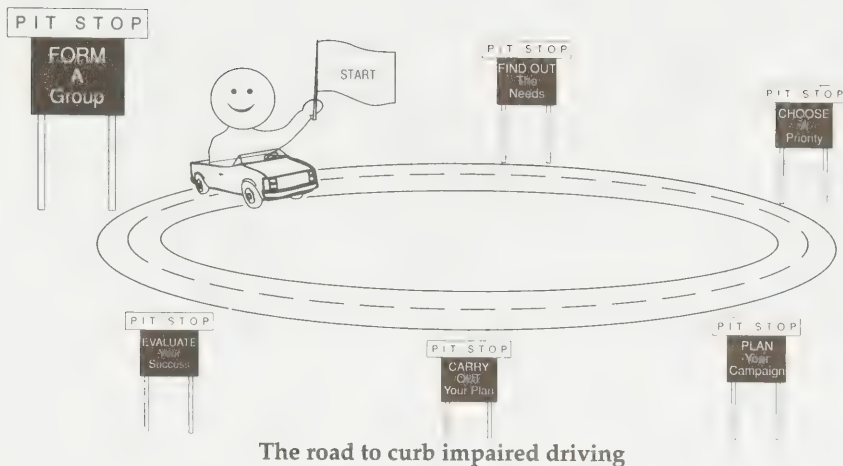
## 1. Who should be involved in the action group?

- People with expertise in the area of impaired driving.

People like:

- **Police.** The participation of your municipal/provincial police or RCMP detachment gives your group credibility, but also provides first-hand information on the dangers involved in driving under the influence and the extent of the problem.
- **Professionals from the community;** such as health care workers, lawyers, insurance brokers and teachers, who may have a special interest in curbing the problem, to keep adults and children safe.
- **People who care:**
  - Those who have a specific concern, or whose lives have been affected by an impaired driving incident.
  - People who are concerned about the safety of their families.
  - People who are interested in the well-being of the community.
  - Those who represent liquor-serving establishments.
- **People who influence others:**
  - Those whose opinion is respected by others.
  - People whose position gives them a public profile.

Any of these qualities would make a person a valuable addition to an impaired driving prevention group. You may have some people in your community that fall into all three categories - they have expertise, they care and they are highly thought of members of the community. They would be excellent people to include.



- Once you've thought of some key people, approach them.

Find out if they are concerned about impaired driving prevention and if they're willing to work towards improving the local situation.



*Not everyone you speak to will be interested or available to help. If they agree that there is a problem, keep their names on a list for future contact. They may have more time later or be willing to become involved with a specific project.*

Other people will be enthusiastic and want to get started right away. Welcome them to your impaired driving prevention group.

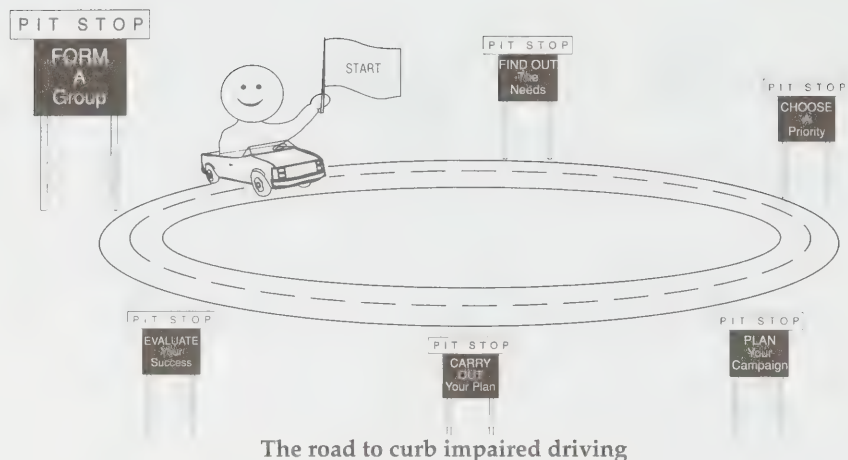
Ideally, there should be a core of about seven to ten people who are dedicated to fighting impaired driving before you hold the first group meeting.

## 2. Your first meeting

When meeting for the first time, there will be some specific items to address:

- Introduce each other.
- Share viewpoints on the problem.
- Identify some initial, obtainable, action goals.
- Decide on a name for the action group.
- Discuss who else to involve.
- Decide the immediate tasks.
- Decide when to meet again.





## 2. Your first meeting (continued)

- **Introduce each other.**

Start the meeting by explaining your interest in doing something to reduce impaired driving in your community. Be sure that each person has a chance to be introduced, and to explain why they agreed to come to the meeting.

Whoever called the meeting should tell other group members about any incidents that led up to this meeting, and outline what is to be accomplished at the meeting.

- **Discuss the dimensions of impaired driving problems in the community.**

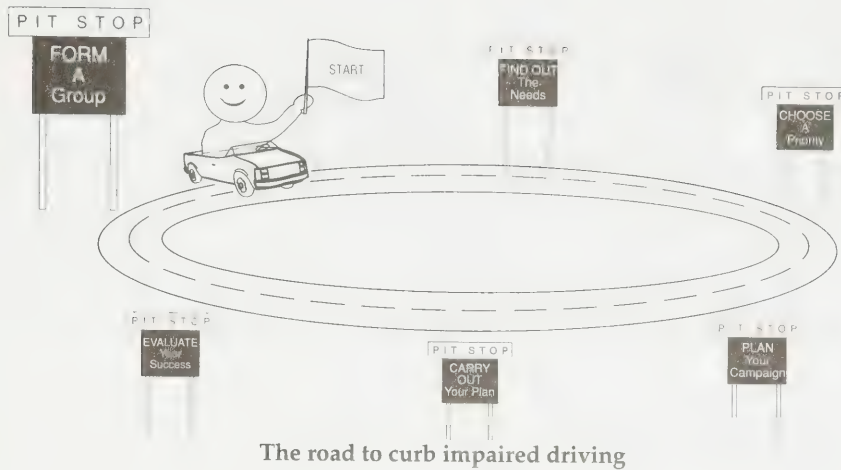
Share the facts on impaired driving and examine where group members feel the greatest problem is in your own community.

- **Decide on a goal.**

Each person should have a chance to discuss the long-term goal(s) for the group to work towards. When everyone has had a chance to comment, write a group statement that explains the group's over-all purpose or mission. What is the group to do?

Here is a sample of a goal statement:

OUR GOAL: to make members of the community aware of the hazards of impaired driving and of the destruction caused by impaired driving. Our long-range objective is to reduce the incidents of impaired driving by changing attitudes and behaviours.



## 2. Your first meeting (continued)

- **Decide on a name for your action group.**

### EXAMPLES OF ACTION GROUP NAMES

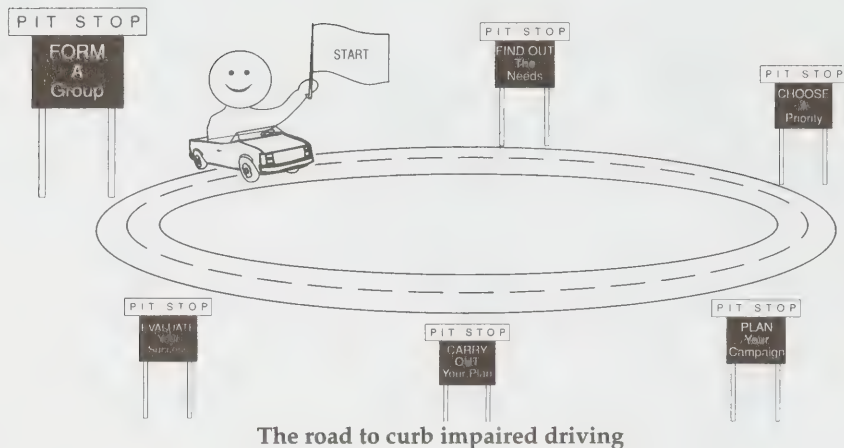
- Inland Impaired Driving Awareness Committee
- Blackville Citizens Concerned About Impaired Driving
- Yourtown and District Action Group to Reduce Impaired Driving
- Metro City Safe Driving Association

Your group's goal may trigger ideas for a name.

- **Discuss who else to involve.**

Discuss if there are any other individuals, groups or agencies in the community that should be part of the action group, or at least be kept aware of your activities. Who else might be interested? Who else might help?

Cement your relationship with other interested groups and individuals. By working together, you'll avoid duplication of efforts, you'll eliminate the possibility of treading on someone else's turf, and most important, you'll be able to accomplish more.



## 2. Your first meeting (continued)

- **Decide the immediate tasks.**

Determine the tasks that need to be carried out by the members of the group, and who will be responsible for each task.

Assigning tasks is important, because group members will feel personally responsible for the group's progress, rather than going home wondering if they've wasted their time.



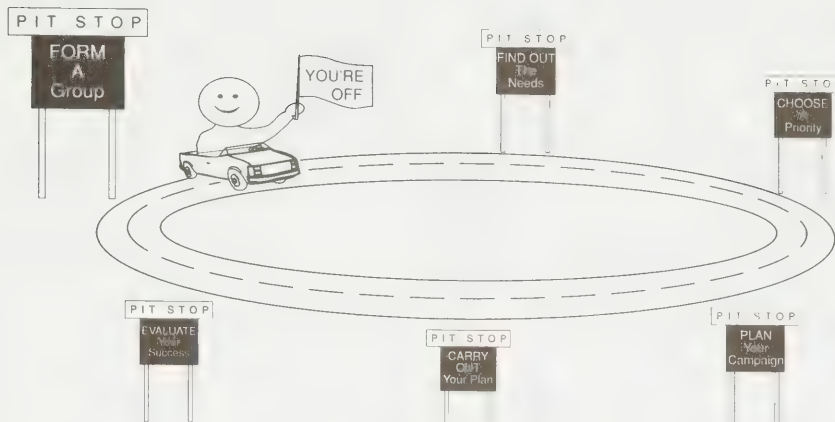
the "martyr syndrome" of group organization, where one enthusiastic person becomes the only major worker and others get left out or are assigned minimal tasks.

Groups require team work, with input from several sources, to be successful. If one person ends up shouldering the bulk of the tasks, eventually the group will falter. And remember, some people initially feel more comfortable in a new group than others. Try to ensure everyone feels part of the group.

At your first meeting, discuss how your future meetings will be organized. Will you have an elected executive? Will a different person chair each meeting? How will tasks be divided up (keeping in mind some people have more time than others)? Will minutes be kept?

To determine what tasks need doing, refer to the next section of this manual: finding out the problems.





The road to curb impaired driving

## 2. Your first meeting (continued)

- **Decide when to meet again.**

While you are still together, pick a time and place for the next meeting. Before the meeting is adjourned, ask someone to record the decisions you've made:

- the name of the action group,
- the group's goal,
- who will do what tasks and when,
- who else will be contacted, and by whom,
- how the group will be organized, and
- the time and place of the next meeting.

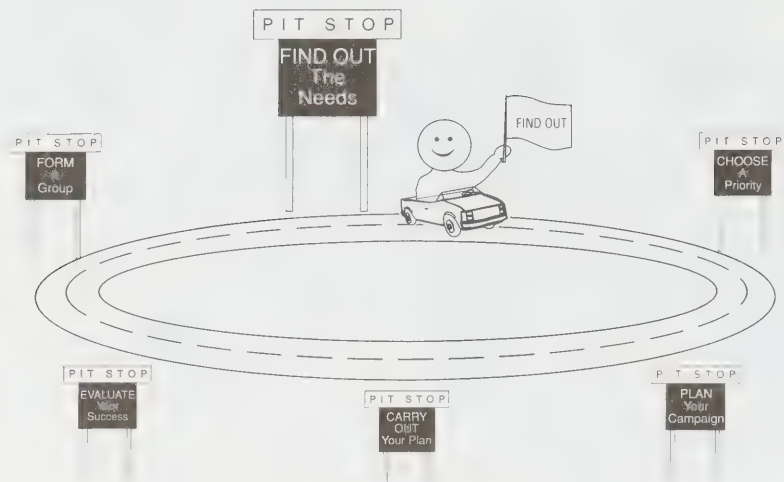
This record will become the minutes of your first meeting.



The action process has begun in your community. People are beginning to think about impaired driving and some have gone a step further, by committing time and energy to curbing the problem.

You have established a goal for the action group and agreed to carry out certain tasks that will help determine future actions.

You're on the road! The next stage is to find out the specific problems in your community.



The road to curb impaired driving

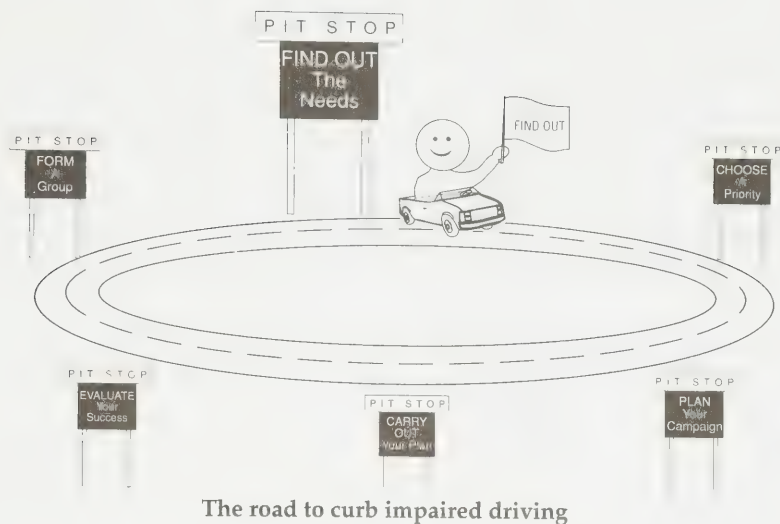
### C. FIND OUT THE NEEDS

The second stage in the process is to **find out the needs**. Before you decide how best to face the issue of impaired driving, you need to find out more about the problems and resources that exist in your community. Knowing the existing situation will help you establish the priorities of your community campaigns.

Gather information about three things:

- **The extent of the problem:**
  - local statistics;
  - national or jurisdictional statistics;
  - background on impaired driving;
- **relevant legislation;**
- **what's already being done.**

Then you'll want to assess the special characteristics of the community to help you determine the best approach to curbing impaired driving.



## 1. Gather information

Start by gathering all the information you can about impaired driving. This includes:

- **The extent of the problem**
  - **Local statistics**
    - number of impaired driving charges;
    - number of death/injuries/crashes attributed to impaired driving;
    - when and where impaired driving incidents occur; in what kinds of places does drinking occur;
    - what kinds of people are most often involved.

This information should be available through the local municipal police, provincial police or RCMP. Give them an explanation of why you want the information (if there is not a representative member in your group) and ample time to compile it.

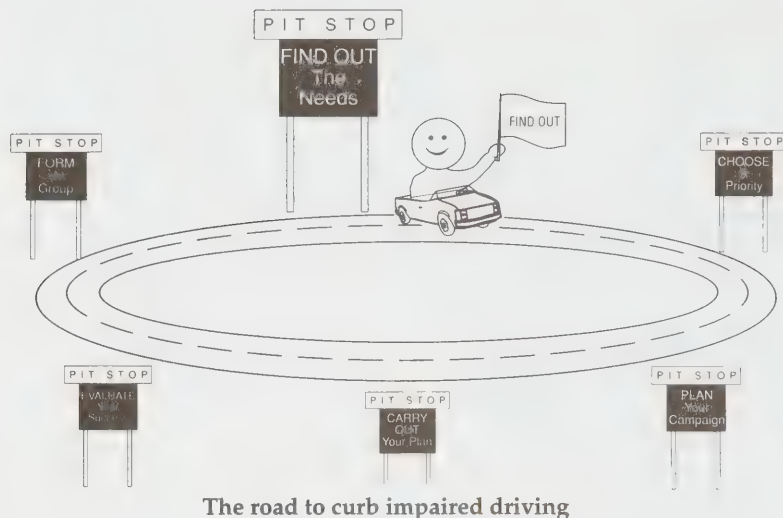
- **National or jurisdictional statistics**

Some factual information has been included in the first section of this manual. A complete list of statistical trends is included as Appendix A. Names of organizations that may be able to provide additional information are included as Appendix C.

- **Background about impaired driving**

Many provincial or territorial agencies can provide more general information about impaired driving, such as the facts listed in the first section of this manual. Possible sources of information are in Appendix C.





## 1. Gather information (continued)

- **Relevant legislation**

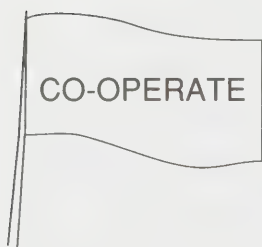
Different Canadian jurisdictions have different laws and regulations regarding impaired driving. For example, Canadian provinces and territories have similar, but not identical, legislation about the definition of impaired driving, legal liability for impaired driving, and penalties if convicted of impaired driving.

Get to know the Highway Traffic Act in your province or territory. You may be able to capitalize on this law to influence enforcement, the way alcoholic beverages are served, and community awareness of the need to reduce impaired driving.

As well, your community may have special zoning by-laws governing the serving of alcohol.

Appendix B may help you find out the legislation regarding impaired driving in your jurisdiction.

- **What is already being done**



Your group also needs to know about the programs and resources that are already in place in your area. Many groups get started without realizing that they're duplicating another service. Complementary is great, duplication is unnecessary—there are enough aspects to the problem of impaired driving so that groups need not overlap. But groups should co-operate and work together closely.

Refer to Appendix C for a list of agencies and resources that may run programs, or know what programs exist.



The road to curb impaired driving

- **What is already being done (continued)**

Existing programs may include:

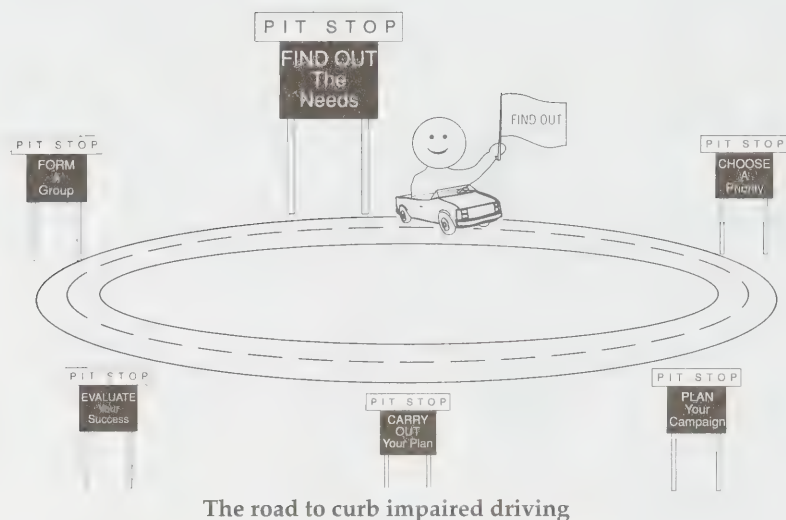
- speaking to school groups or community service clubs;
- running awareness campaigns through the media;
- private corporation programs that concentrate on responsible social functions for their employees;
- establishments that have liquor server intervention training;
- designated driver programs;
- “Countermeasure” or “Checkstop” enforcement programs.
- media campaigns. Free advertising material may be provided by the provincial/federal governments.

Programs may be ongoing or short-term. Find out exactly what’s happening — and what’s not — before you decide on your group’s course of action.



*Don’t let yourselves be thrown off the track by the abundance of programs, or the lack of them. If there is a group doing all the things you want to do, perhaps you can amalgamate. If there are no programs, well, it’s time to get to work.*

Programs that run in other areas may be willing to share their resources and information to help you get started.



## 2. Each community is special



In addition to gathering information about impaired driving problems, legislation and resources, you'll want to have a look at the special nature of your community.

Each type of community faces a special set of circumstances in dealing with impaired driving.

- **Urban** centres may be more difficult to penetrate, as far as creating a community-wide program. The large numbers of people make reaching everyone a much bigger challenge. In an urban area, people tend to be less concerned about their neighbors and tend to feel (mistakenly) that they can't possibly make a difference.

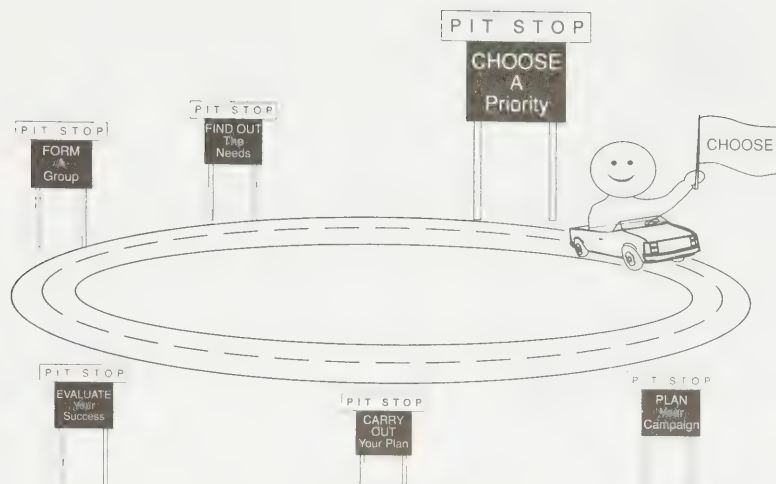
Your community campaigns should focus on programs that can reach mass audiences, as well as individuals, and involve issues that appeal to an individual's sense of personal safety.

- **In rural or isolated** communities, the group is likely to require sanction by the known "movers and shakers" to gain acceptance. Rural communities may be more difficult to convince, particularly in isolated areas where heavy drinking is the norm and few service agencies exist. Take advantage of incidents that have shocked the community — such as a death or serious injury — to bring the issue home. You may have to start smaller than you'd like and work slowly before progress can be seen.

- **Resort** areas are another special situation. For a few months each year, tiny communities flare into massive party spots, full of impaired visitors.

To be effective in a resort area, concentrate on the immediate "get-off-the-road" message, rather than long-term aims of changing attitudes. These communities may be ideal for in-depth server intervention, free taxi services and increased community patrols.





The road to curb impaired driving

## D. CHOOSE A PRIORITY

The next step in the process is to **choose a priority** issue and target group on which to focus your efforts. It's time to set objectives for positive action.

In order to choose your focus, you'll want to consider:

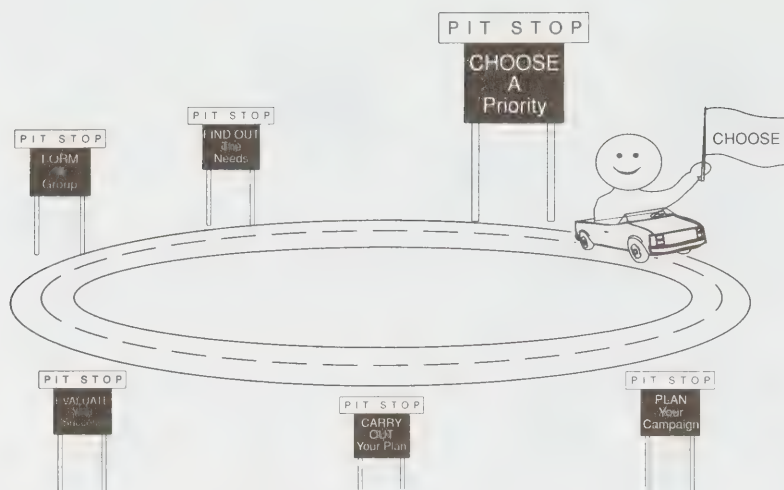
- what the community is most interested in;
- where the greatest need is (as seen by the community);
- what special events could be used;
- what is easiest to tackle first.

Once you've decided where to focus your energy, an important step before proceeding further is to *get acceptance from key community individuals*. This means asking: "Whose support (and what kind) do we need in order to be successful in what we want to do."

The next two pages explain more about these steps.



*A community is a geographic area (town, county, city, neighborhood, etc.), but it can also be all the people of a certain group within that geographic area (young drivers, adult drivers, employers, police, etc.)*



The road to curb impaired driving

## 1. How to choose your focus

To determine where to start focusing the group's efforts, assess five factors:

- community interest
- greatest need
- related events
- what is easiest
- what has been done
- **Community interest**

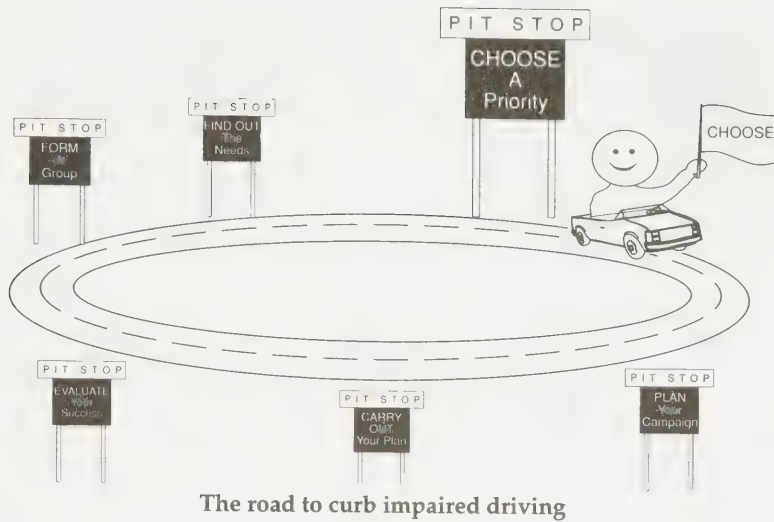
What is the community most interested in? You'll need to know what aspect of impaired driving the community is most concerned about. Is it the crash rate among young drivers? The number of people leaving licensed establishments impaired? Irresponsible staff or house parties? The lack of knowledge of the facts?

There are a variety of ways to find out.

- Each member of the group could agree to hold conversations with four different people before the next meeting.
- As a group, you could decide on 10 respected members of the community, and delegate individuals to seek their opinions.
- To survey larger numbers, more structured methods, such as: a telephone blitz or on-the-street interviews can be used.

**WATCH  
YOUR FUNDS**

*Your group likely has little or no income, so be cautious about using techniques that cost money you don't have. Avoid setting yourselves up for failure.*



## 1. How to choose your focus (continued)

- **Greatest need**

To determine your focus, identify the greatest need in the community. The statistics you've gathered can help you pinpoint where, and among which target group, the local problem is most severe.

- **Related events**

Every community has special events that increase the number of impaired drivers and the risk of accidents. Plan your first campaign around an existing community event, to cash in on publicity or public participation. Events may include fairs, festivals or carnivals; high school graduations; Christmas caroling nights or New Year's Eve.

Province or territory-sponsored programs may be valuable resources for your program. Funding may be available for a local off-shoot of a province-wide awareness campaign, or, at the very least, you can plan your local campaign to coincide with province-wide publicity or enforcement blitzes. Find out what campaigns have already been done.

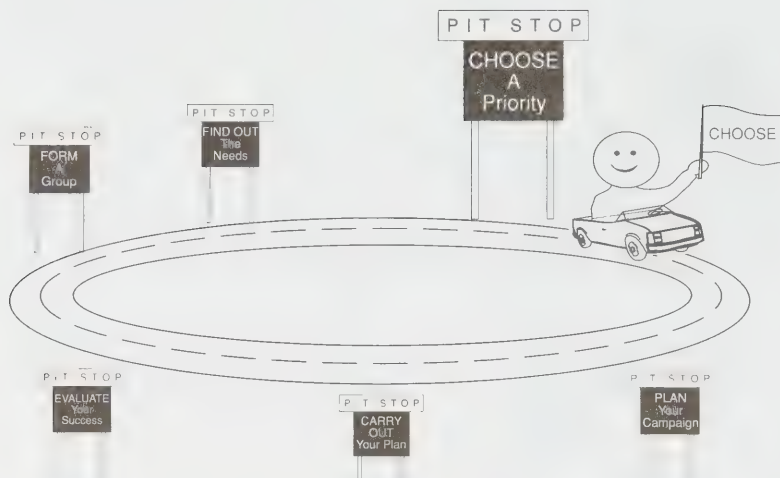
- **Start with what's easiest**

When choosing the priority for the first campaign, pay more attention to doing a program that's relatively easy or timely, rather than tackling the area of greatest need. Once you have a track record of a successful campaign, you will have credibility and will be able to move on to more difficult issues..

"Success breeds success."

After you've established the priority issue, you need to do one more important task before you begin planning a specific campaign...





The road to curb impaired driving

## 2. Get acceptance from influential people

Approach key members of the community for their “okay” of the priority issue.

You want them to accept and share the group’s concern:

- that the need is real - that the issue you’ve chosen as your priority is a real problem;
- that something should be done.

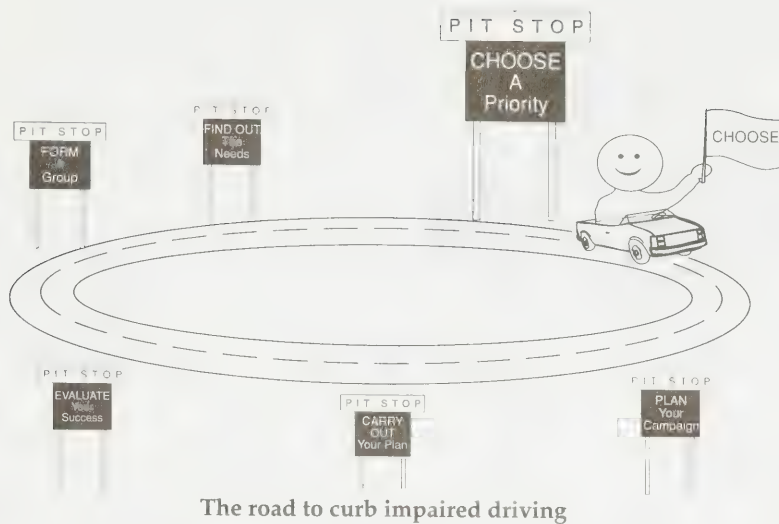
Who the influential people are may vary, depending on the issue the community is dealing with. Decide whose support you need to be successful in the campaign. This may include:

- police
- media
- professionals in the area
- local government people
- group members
- service clubs
- community residents
- local industry.

Influential people will also include those whose opinion is highly respected by others in the community, and members of the priority group you want to reach.

- Informal leaders - those who help set the trends of thought in the target group.
- Formal leaders - those with official positions or titles.
- Role models - those who are imitated by members of the target group.

It is a good idea to get the approval of these important people or organizations *before* making any public statements. These people may only be involved through supportive gestures, not necessarily by actual, physical assistance, but their private support, certainly their agreement not to work against your efforts is essential.



## 2. Get acceptance from influential people (continued)

To be successful, you also need people who will actually **help** with various aspects of the campaign, not just endorse it. These may come from the previously mentioned groups, or they may come from other places.

People will help for various reasons. Some, like police, media or area professionals, will help because it fits with their job and expertise. Others will help because they have a commitment to the issue or to the well-being of the community.

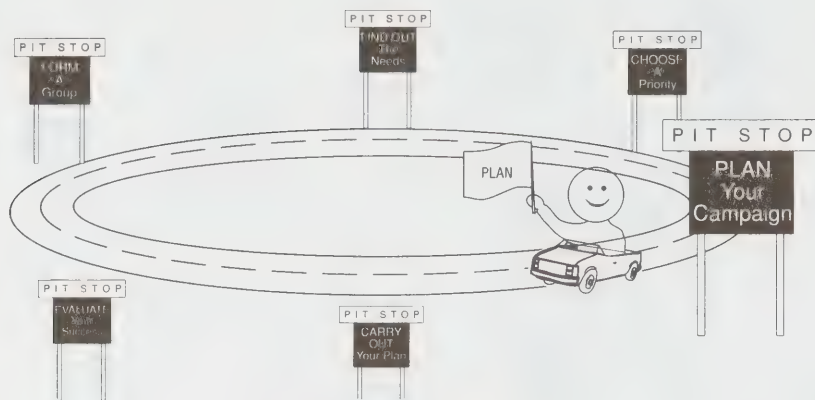
Still another group will help for reasons that are far less clear, but no less valid. Some, such as industry or corporate representatives, may want to make their name noticed by the community. Other individuals may simply be looking for something to do or may be influenced by the actions of someone else who is already involved — a friend, colleague or relative they respect, want to work with, want to impress or even owe a favour to.

Whatever their motivation, as long as they are committed to take action, they'll be useful.

You've accomplished a lot. Since the group began, you have:

- formed an action group;
- researched the needs and resources;
- established your priority issue;
- gained acceptance from key people;
- gotten a commitment from some people who are willing to help.

Now you're ready to plan a specific campaign...



The road to curb impaired driving

## E. PLAN YOUR CAMPAIGN

The experience of other community action groups is that campaigns to reduce impaired driving are more likely to be successful when they are well-planned.

The planning process involves three steps:

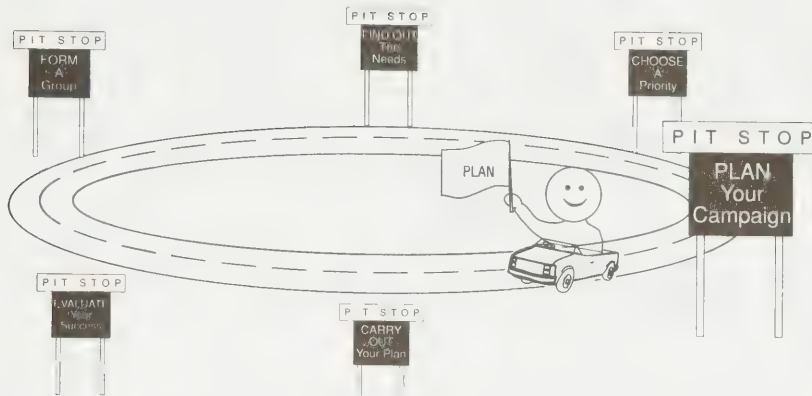
- **DEVELOP** an overall plan which includes:
  - the overall goal;
  - specific short-term objectives;
  - campaign activities;
  - evaluation plans;
  - budget;
  - tasks and timelines.
- **REVIEW** the total plan with all relevant people.
- **FINALIZE** the plan.
- **CARRY OUT** the plan.

Research shows that well-planned community campaigns have more impact on reducing impaired driving if the campaigns include three types of activity:

- community involvement;
- media publicity;
- enforcement.

This section of the manual will go over the steps required in planning an effective community campaign.





The road to curb impaired driving

## 1. Develop your plan

The action group is going to develop a campaign plan which will include six components:

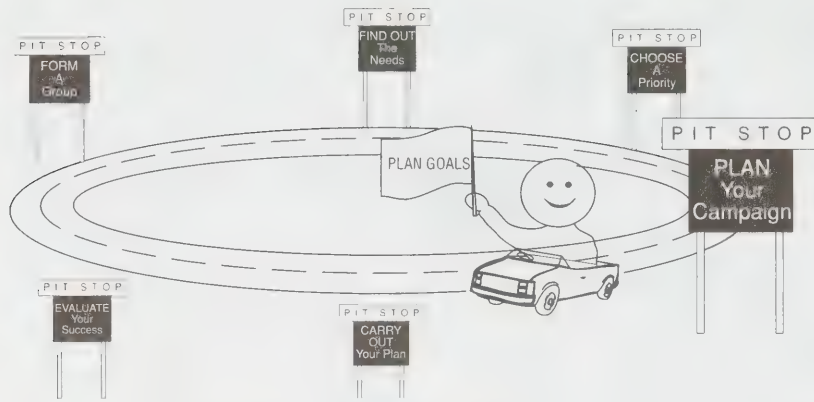
- **The overall goal** of the group, which was determined when the group was first formed
- **Specific objectives:**
  - what you want to accomplish with this plan;
  - what audience you want to reach.
- **Campaign activities** that will ensure:
  - community involvement;
  - media publicity and public education;
  - enforcement activity.
- **Evaluation plans** include how to measure your success, and how to record and report data from the campaign. Evaluation should be ongoing throughout the planning, to ensure you stay on track with the goal.
- **Budget.** Carefully calculate the amount of money needed for the campaign.
- **Tasks and timelines** (work plans). List the tasks that need doing, when they must be completed and agree on who will do them.

Developing your campaign plans may seem time-consuming and troublesome, but it's essential to your success.



At various stages, you may feel like you're up against a brick wall - that for every lap forward, you're taking two laps backward. Don't give up! There's nearly always a way to get around the wall. And yes, it does require some extra work.

So why are we encouraging you to go through all this? Quite simply because it works. It involves the strengths of individuals and communities to make a difference in their own quality of life. And remember, nobody does it better than the community.



The road to curb impaired driving

## 1. Develop your plan (continued)

Now, let's look more closely at each component of the planning process.

- **The goal.**

The action group should have a general statement which describes the purpose and long-term achievement for which you are striving:

The goal of the Inland Impaired Driving Awareness Committee is to make members of our community aware of the hazards of impaired driving and the destruction impaired driving causes. Our long-range objective is to reduce incidents of impaired driving, by changing attitudes and behaviours.

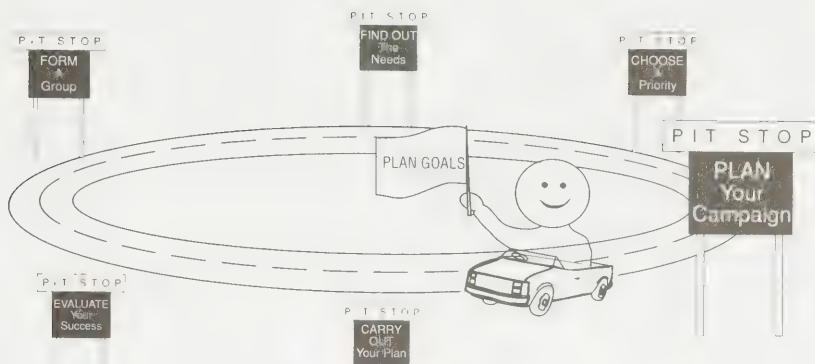
- **Campaign objectives.**

In light of the information you gathered earlier and the priority issue chosen, you can develop specific objectives for the campaign to curb impaired driving.

Objectives should include:

- WHAT you hope to accomplish;
- WHO you want to reach (what audience or target group).

The next page gives examples of campaign objectives and target groups.



The road to curb impaired driving

## 1. Develop your plan (continued)

### Examples of possible campaign objectives and target groups

#### INLAND IMPAIRED DRIVING AWARENESS COMMITTEE FALL-WINTER AWARENESS CAMPAIGN TO CURB IMPAIRED DRIVING CAMPAIGN OBJECTIVES AND TARGET GROUPS

##### Campaign objective

To raise public awareness of the hazards of impaired driving

To raise public awareness of the destruction impaired driving causes

To reduce incidents of impaired driving among young drivers

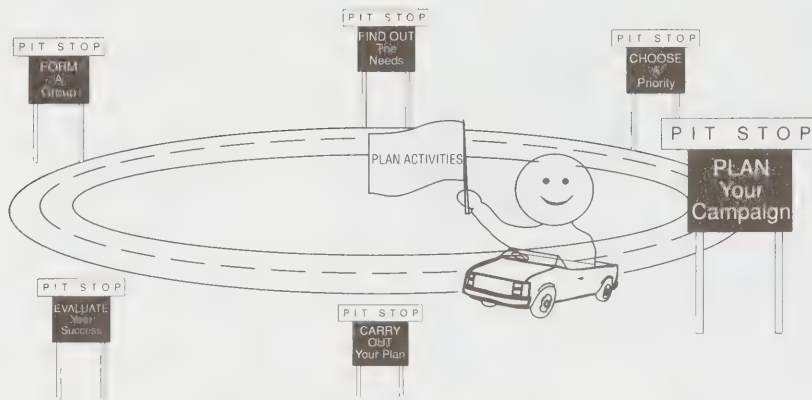
To reduce the number of impaired customers leaving licensed establishments

To reduce impaired driving from staff or house parties

##### Target group

- all drivers who attend social events that include alcohol or drugs
- all drivers who drive under the influence of alcohol or drugs
- passengers
- tax payers
- young drivers
- parents of young drivers
- driving instructors
- teachers
- passengers of young drivers
- drivers
- passengers
- establishment owners
- servers
- drivers
- business owners
- social entertainers





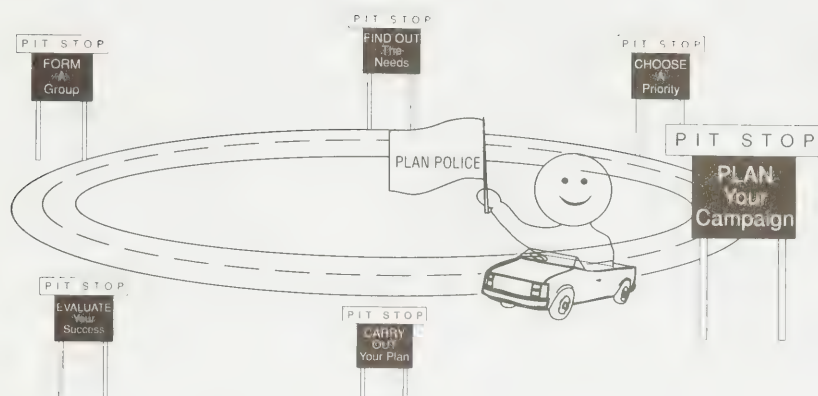
The road to curb impaired driving

## 1. Develop your plan (continued)

### • Campaign activities

Once you have identified your objectives, decide on activities that will help reach the desired outcome. To be successful, your activities should include police enforcement, media publicity and community involvement.

Campaign objective	Activities
To raise public awareness of the hazards of impaired driving	<ul style="list-style-type: none"> <li>request increased police enforcement</li> <li>prepare and distribute fact sheets for radio, TV and print</li> <li>conduct mall displays</li> </ul>
To raise public awareness of the destruction impaired driving causes	<ul style="list-style-type: none"> <li>media releases about victims of impaired drivers</li> <li>testimonials from those who survived an impaired driving accident - how their lives have changed</li> <li>public presentations from health care professionals, insurance representatives, on the costs, and personal trauma</li> </ul>
To reduce incidents of impaired driving among young drivers	<ul style="list-style-type: none"> <li>posters in schools</li> <li>presentations to classes</li> <li>media copy making impaired driving "uncool"</li> <li>information to driving instructors, for presentation during driver education</li> <li>alternative ideas of transportation for passengers - "Friend for Life" pacts</li> <li>promote contracts with parents</li> <li>Safe Grad</li> </ul>
To reduce the number of impaired customers leaving licensed establishments	<ul style="list-style-type: none"> <li>server intervention training</li> <li>providing access to cab service - sponsor a media campaign promoting bars that offer rides</li> <li>overall public awareness campaign</li> <li>request increased police patrols</li> </ul>
To reduce impaired driving from staff or house parties	<ul style="list-style-type: none"> <li>media campaign - how to get your guests home alive</li> <li>approach businesses re: sponsoring staff parties that provide rides or accommodation, offer publicity</li> <li>overall driver awareness</li> </ul>



The road to curb impaired driving

## 1. Develop your plan (continued)

### • Campaign activities



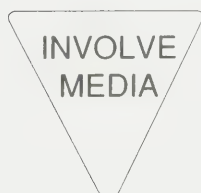
The road to curbing impaired driving in your community is definitely going to be shortened by involving the police and police enforcement in your campaign.

Police support lends credibility to the campaign, while enforcement packs a punch all of its own.

Negotiate with the local police to provide enforcement blitzes in co-operation with other parts of the campaign, or co-sponsor events with your group.

Also encourage the police to play as active a role as it can in presenting information to school or community groups.

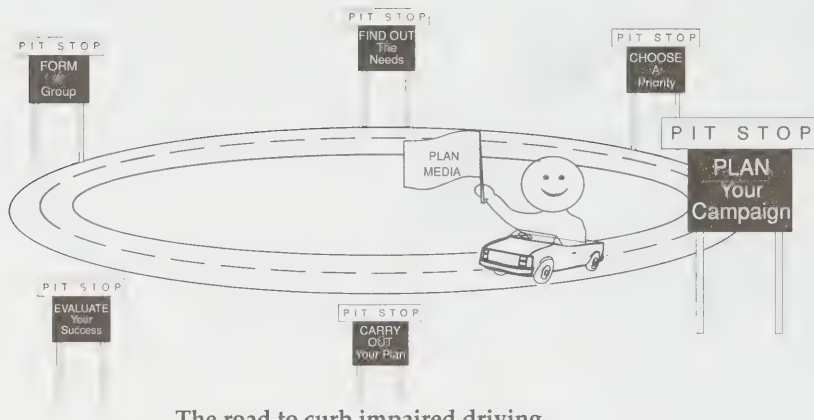
There is likely a police representative in your group. If not, determine a group member to act as a go-between, to gain police co-operation.



Enforcement activities are more likely to have long-term effects on people's behaviour if they are accompanied by media publicity and public education. When your group is planning a media and public education campaign, ask four questions:

- who do you want to reach (target groups)?
- what will appeal to them?
- what do you want them to know?
- what do you want them to do?

The answers to these questions will help determine what you want to say and how to best reach the target groups. The media used (radio, TV, paper, displays, presentations) will depend on who you want to reach.



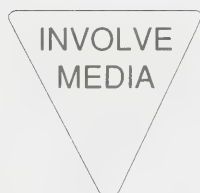
The road to curb impaired driving

## 1. Develop your plan (continued)

- Campaign activities
  - Effective media messages

Whatever the message, remember:

- **Be brief.** Short and snappy is much easier to absorb.
- **Be positive.** Show the positive effects of changing behaviour. People are more likely to change if they see benefits to their lifestyle, not just to avoid going to court. If they believe not drinking and driving will keep them alive, they'll be more positive.
- **Be co-operative.** Keep the paper, radio and TV people informed of what your group is doing. Ask them to help the group develop a media campaign.



### • Reaching your target group

There is a great variety of methods for reaching your selected target groups. But the methods will be different for each age or interest group. For example...

If the target group is:

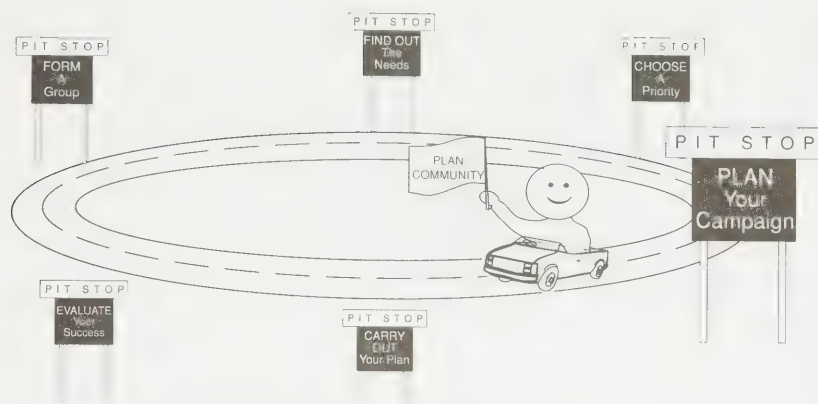
young drivers

You might use:

- "Top 10" radio ads
- high school presentations
- driver education classes
- teen clubs to place posters
- junior high presentations
- mall displays
- "drive time" radio ads
- presentations to service clubs
- mall displays
- newspaper/TV commentaries
- posters in gas stations/repair shops

adult drivers





The road to curb impaired driving

## 1. Develop your plan (continued)

### • Campaign activities



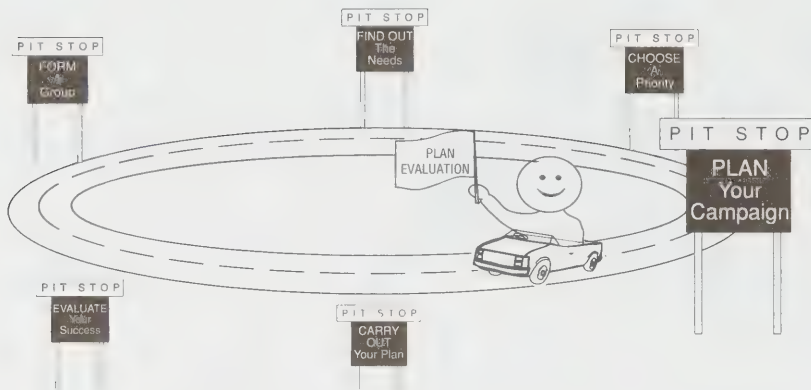
Making the community a part of the campaign is very important to your success. People's behaviour is influenced by those closest to them — friends, family, co-workers — even more so than by media focus or police enforcement.

That's what makes community involvement so vital. If people become part of the action campaign, they are more likely to be committed to the goal of reducing impaired driving, and to practise safe driving habits. In turn, the dedication of those directly involved influences many others who aren't part of the process.

Making the community a part of the campaign also serves another important purpose. It provides more people to help the core members of your group get the community campaign under way.

The seven to ten core members of the group can't be expected to undertake each necessary task themselves. Instead, the core people should be responsible for various aspects of the campaign, and recruit others to take on specific tasks. Volunteers may:

- write or produce publicity materials;
- agree to display posters in their office;
- bring the issue to the attention of their service club;
- blitz an area (residential, business, school or even bar parking lot) with printed material;
- spend time staffing a mall display;
- provide meeting spaces, postage, photocopying machine, office supplies, clerical skills;
- run presentations in schools, service clubs, or businesses;
- organize a Safe Grad program.



The road to curb impaired driving

The more people who become involved in each aspect of the campaign, the more likelihood those people will develop safe driving habits. Remember, because the problem crosses all age ranges, the campaign should, too. Recruit young people, as well as adults.

## 1. Develop your plan (continued)

### • Evaluation plan

It's important to have an ongoing evaluation process during the campaign planning, to ensure that you stay on track with the goal. This may seem like time spent just spinning your wheels, but continuous checking will keep you from looking back later, wondering what went wrong.

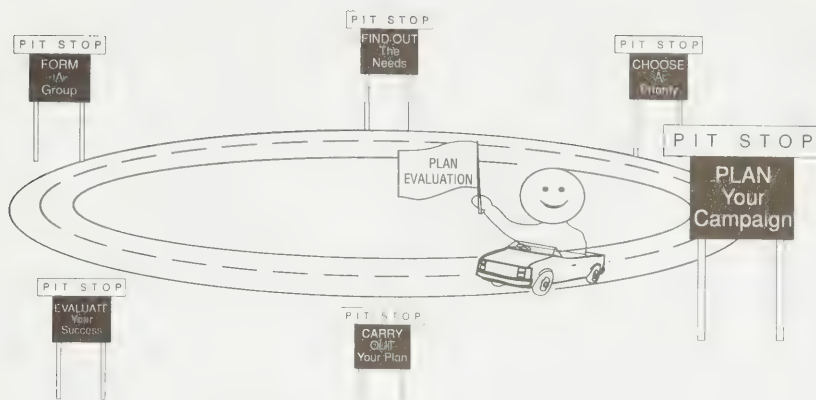
Agree on how to evaluate whether or not you're accomplishing what you set out to do. This evaluation should be done after each step of the community campaign, to help you stay on target.

The ongoing evaluation will include:

- How did the job get done?
- How well did the job get done?
- What went right? Why?
- What went wrong? Why?
- Where are you now?
- What's the next step?

The campaign plan should also include a method of evaluation for after the campaign, to measure its success. The information provided by the evaluation will give direction for follow-up activities and planning the next campaign.

The next page lists the questions which should be answered after the campaign.



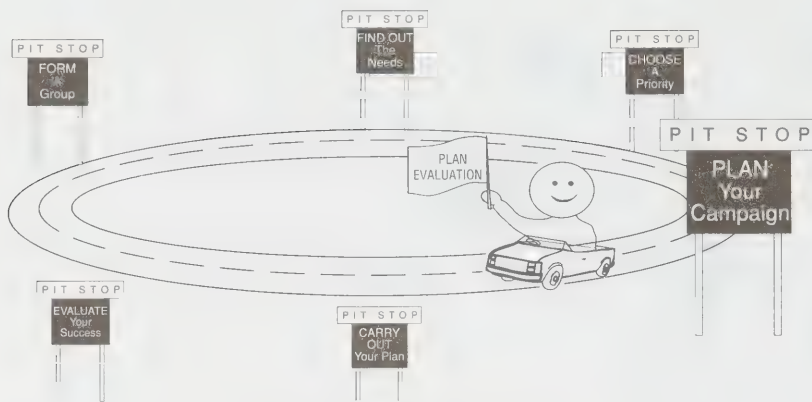
The road to curb impaired driving

## 1. Develop your plan (continued)

### • Evaluation plan

What the evaluation should tell you:

- Did you run an effective campaign?
  - What went right? Why?
  - What went wrong? Why?
  - What was the best part of the campaign? Why?
  - What was the least effective part of the campaign? Why?
  - What recommendations do you have for future campaigns?
- Did other organizations sponsor campaign activities?
  - Did the local government make a proclamation, give support?
  - Did service organizations hold presentations, distribute materials, declare support, provide funds?
  - Did local businesses sponsor a presentation, commit funds, hold a safe staff function?
  - Did local licensed establishments proclaim support, provide staff training, run a “get home safely” campaign, organize alternate transportation for patrons?
  - Did health officials run a presentation, proclaim support, conduct a mall display?
  - Did schools hang posters, have class presentations, organize their own off-shoot group?
  - Did local police increase enforcement, offer public support, run presentations?
  - Did local media provide coverage of events throughout the campaign?
- Were additional activities generated by the campaign?
  - Did other groups or businesses run activities for their own information?
  - Did other communities respond to your campaign?
- Did you accomplish the objective of raising public awareness?
  - Was there an increase in media coverage?
  - Were people talking about it?



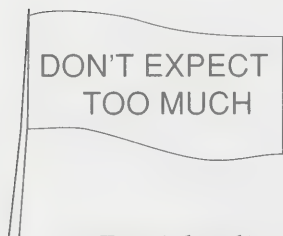
The road to curb impaired driving

## 1. Develop your plan (continued)

- **Evaluation plan**
  - **Ways to measure results**

Measure estimated public awareness by determining how much media attention is usually focused on impaired driving. Count the news articles and broadcasts in your area before the campaign begins and two months after the campaign ends, and compare that with the coverage during the campaign.

Actual public awareness can be determined by conducting a survey both before and after the campaign, by telephone or random street interview, asking people for specific information on impaired driving. Or count the number of special events that were stimulated by your efforts.



It's more important to base success on the things you've accomplished than to try to instantly decrease things like the number of impaired driving convictions. You'll never know what the number might have been if the campaign hadn't existed.

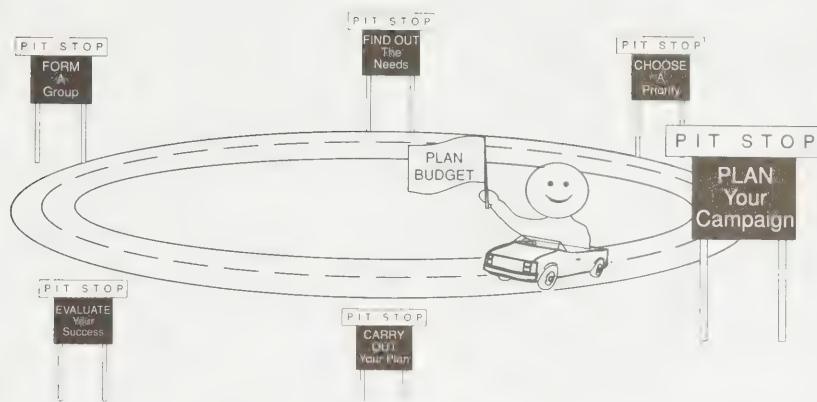
Don't be discouraged if the evaluation shows that the campaign did not produce a huge reduction in impaired driving. Research shows that, although each specific campaign may produce fairly small change, over time the behaviour and attitude change becomes significant.

Prevention and awareness in the present will lead to decreases in the future.

- **Plan to report campaign results**

The final report should include information about campaign activities, how many volunteers were involved, media coverage, police enforcement and survey results. The campaign report should be released to police, local government volunteers and all supporting organizations, as well as to the general public, through the media.





The road to curb impaired driving

## 1. Develop your plan (continued)

- **Budget**
  - **Funds**

When planning begins, you'll find you need a variety of funds for getting activities under way. Sit down and consider sources of funding.

It's possible that government assistance is available, but don't rely too heavily on that, as there are often more groups than funds to go around.

Look closer to home first, approaching local industry, businesses, service clubs and local helping organizations, who might all be willing to have their name and goodwill attached to such a worthwhile project.

Be sure to provide them with details of the group and what you plan to do. Be prepared before asking, to avoid leaving a bad impression.

Plan the budget well in advance, so there are no hold-ups once the campaign is in motion.

*Do not* spend money you don't have, assuming it will come. If you end up going to an organization needing to be bailed out, you'll likely reduce your future prospects.

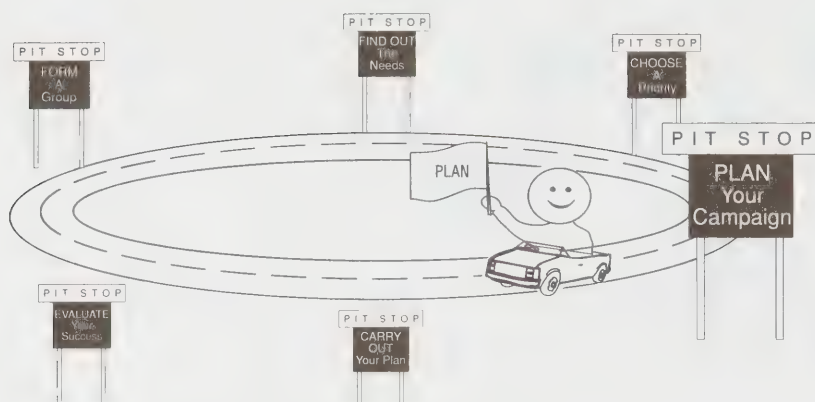
- **Other resources**

Things like meeting places, volunteers, materials and expertise will also be required. For each of the planned activities, determine what will be needed and how to get it.

- **The working plan: tasks and timelines**

Make a list of campaign activities. Name the event, what is required for it, the resources needed and how it will be acquired.

If you want other groups to make presentations or sponsor events during the campaign, ask them well in advance, so they are confirmed for action while the campaign is going on.



The road to curb impaired driving

## 1. Develop your plan (continued)

### • The overall project plan: a sample

Now you're ready to put together all the pieces — the goal, objectives, activities, evaluation criteria, budget and working plan — into a project plan of action. List, in order, all your campaign activities, the dates, who is responsible, the resources needed and who will provide them.

This project plan organizes all your ideas into one place. It can be used when approaching groups for funds or other resources, as well as to help keep the group on track with the overall goal.

A project plan may look like this:

#### The Inland Impaired Driving Awareness Committee Campaign to Curb Impaired Driving

Who we are: The Inland Impaired Driving Awareness Committee was formed for the purpose of making members of the community aware of the hazards of impaired driving and the destruction caused by impaired driving. Our long-range objective is to reduce the incidence of impaired driving, by changing attitudes and behaviours.

Our objective, during this campaign, is to increase public awareness of impaired driving in our community, as part of the long-term process of changing attitudes and behaviours.

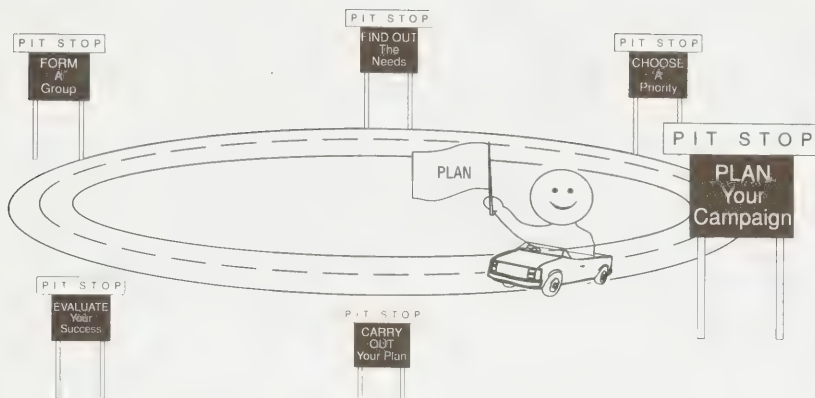
Our research tells us that:

- certain types of drivers are more likely to drive while impaired;
- impaired driving offences occur more frequently during holiday seasons;
- drivers' attitudes and behaviour are influenced by police enforcement, media publicity and the attitudes and behaviour of friends, family and the community.

Therefore, our campaign includes:

- activities to reach high-risk drivers and the people who influence them;
- high-profile activities during the six-week holiday period from November 20 to January 2;
- police enforcement, media and community involvement.

(continued...)



The road to curb impaired driving

## 1. Develop your plan (continued)

### • The overall project plan: a sample (continued)

#### Campaign activities:

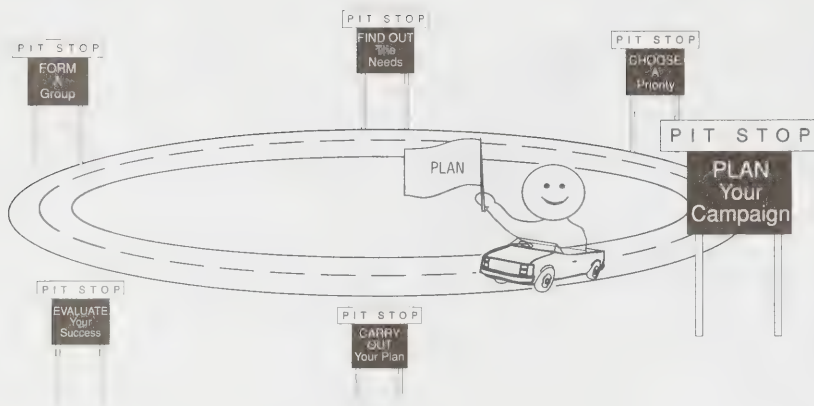
1. Increased police enforcement
  - Request that a road check program be held in conjunction with the campaign
2. Media and other publicity
  - Campaign announcement
  - Promote Designated Driver programs in licensed premises, offices and service clubs
  - Posters displayed in schools
  - Printed material distribution
  - Promote special programs being sponsored by organizations in the community
3. Community involvement
  - Request support from local government
  - Encourage health organizations, service clubs, industry, etc. to sponsor events, such as presentations, alternate transportation programs
  - Distribute printed information to homes, vehicles

#### Evaluation plan:

1. Record number of police checks before, during and after the campaign.
2. Record number of media references before, during and after the campaign.
3. Record number of special impaired driving projects by other community organizations during the campaign.
4. Telephone survey to determine public awareness before, during and after the campaign.

Evaluation results will be included in the campaign final report.

(continued...)



The road to curb impaired driving

## 1. Develop your plan (continued)

- The overall project plan: a sample

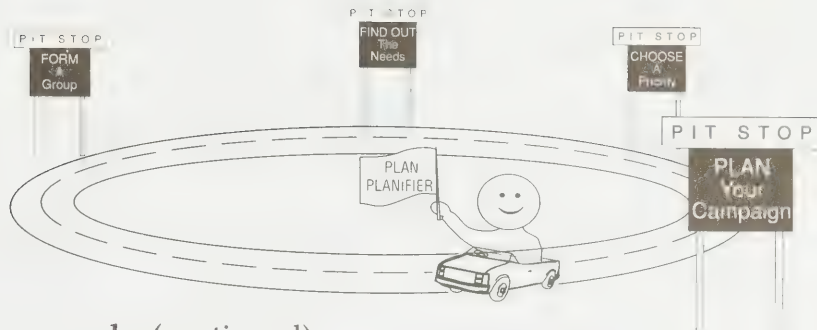
### Budget summary:

	What's Needed	Cost
1. attend council meeting		no cost
2. news releases	<ul style="list-style-type: none"> <li>• copies donated by local library</li> <li>• public service airtime on radio/TV free</li> <li>• editorial space free in paper</li> <li>• paper will use "fillers" free</li> </ul>	no cost
3. designated driver promo	• printing of material	\$500
4. High School-aimed posters	• printing	\$300
5. material for distribution	• printing	\$200

### Working plan: Tasks and timelines

Task	Date	Who	Resources Needed	Source of Resources
<b>BEFORE THE CAMPAIGN</b>				
1. Approach service clubs, industry, health professionals, teachers, to sponsor events	Sept. 1-15	All members of group	Campaign Project Plan	Action Group
2. Book space at mall	Sept. 1	Dave	-	-
3. Approach police re: enforcement	October 1	Dave	Campaign Plan	Action Group
4. Meet with local council for support	October 23	Marg	Campaign Project Plan	Action Group
5. Inform media of campaign	Nov. 10	Sue	Campaign Plan	Action Group

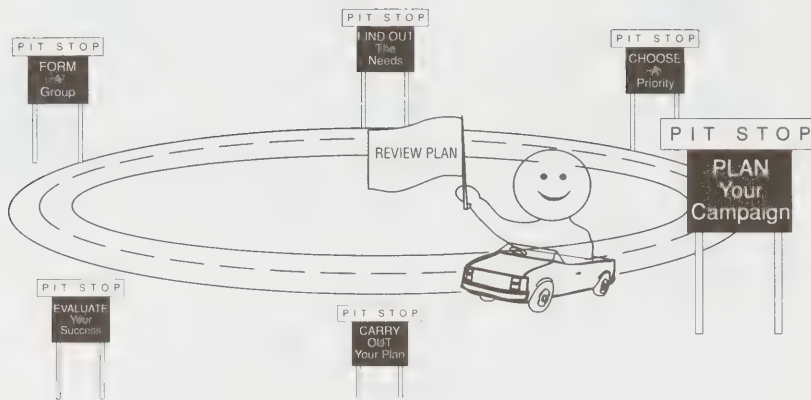




## 1. Develop your plan

- The overall project plan: a sample (continued)

Task	Date	Who	Resources Needed	Source of Resources
<b>DURING THE CAMPAIGN</b>				
1. Meet with council - sign proclamation	Nov. 15	Dan/Sue	<ul style="list-style-type: none"> <li>• copies of proclamation</li> <li>• photographer</li> </ul>	<ul style="list-style-type: none"> <li>• copies from library</li> <li>• newspaper</li> </ul>
2. Initial News releases to media	Nov. 17	Dan	<ul style="list-style-type: none"> <li>• copies of news release</li> </ul>	<ul style="list-style-type: none"> <li>• library</li> </ul>
3. Designated Driver info presentations	Nov. 22 - Lions Nov. 27 - Kinettes Dec. 4 - Rotary	Bob Jan Bill	<ul style="list-style-type: none"> <li>• printed material</li> </ul>	<ul style="list-style-type: none"> <li>• donation from local business</li> </ul>
4. Posters in High School	Nov. 20	Marg	<ul style="list-style-type: none"> <li>• printed posters</li> <li>• people to hang them</li> </ul>	<ul style="list-style-type: none"> <li>• donation from local brewery</li> <li>• student union</li> </ul>
5. Presentations to Jr/Sr High School	Dec. 7 Dec. 12 Dec. 20	Provincial Alcohol and Drug Commission	<ul style="list-style-type: none"> <li>• PADC</li> </ul>	PADC
6. Mall Display	Dec. 14 - 16	Dave/ Police	<ul style="list-style-type: none"> <li>• pamphlets</li> <li>• posters</li> <li>• breathalyzer</li> <li>• volunteers</li> </ul>	PADC PADC police Dave
7. Police Enforcement	Dec. 17 - 31	Police	Police	Police
8. Distribute printed info to homes/cars	Dec. 29	Sue/Jan	<ul style="list-style-type: none"> <li>• material</li> <li>• volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• donation from business</li> <li>• Sue/Jan</li> </ul>
9. New Year's Eve free taxi service	Dec. 31	Bob/Bill	<ul style="list-style-type: none"> <li>• taxis/cars</li> <li>• drivers</li> <li>• participation of licensed establishments</li> </ul>	<ul style="list-style-type: none"> <li>• local firm</li> <li>• local firm</li> <li>• Bob/Bill</li> </ul>
10. News releases to media - promo of activities, highlight something different every week	Nov. 24 Dec. 1 Dec. 8 Dec. 15 Dec. 22 Dec. 29	Dan	<ul style="list-style-type: none"> <li>• copies</li> <li>• current info</li> </ul>	<ul style="list-style-type: none"> <li>• library</li> <li>• Action Group</li> </ul>
11. Publicize results	Jan. 19	Action Group members	<ul style="list-style-type: none"> <li>• copies</li> </ul>	<ul style="list-style-type: none"> <li>• library</li> </ul>



**The road to curb impaired driving**

Perhaps you thought, after all that work to develop your plan, you were finished with planning.

Not quite!

There are two more important steps in the planning phase.

## **2. Review and revise**

Just as the action group got acceptance of the priority before moving on to the next phase, it's important to get reactions and acceptance of your campaign plan before you begin to implement it.

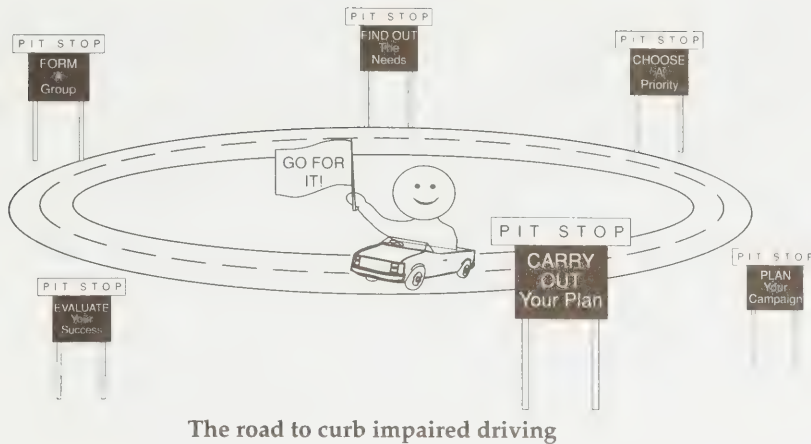
Circulate the project plan to the people suggested below, for their comments and suggestions:

- People with expertise about some aspect of the campaign. (Do they think the plan will work?)
- People who represent the target group(s). (Do they think your campaign activities will reach the target group?)
- People who can help or have access to resources. (Will the resources be available?)
- People who are respected and influence others. (Ask for their endorsement.)

The review and revision phase will generate interest in your campaign, spot problems before the campaign begins and get commitment for assistance.

## **3. Finalize the Plan**

Finalize the draft plan, taking into account the comments and information you received during the review.



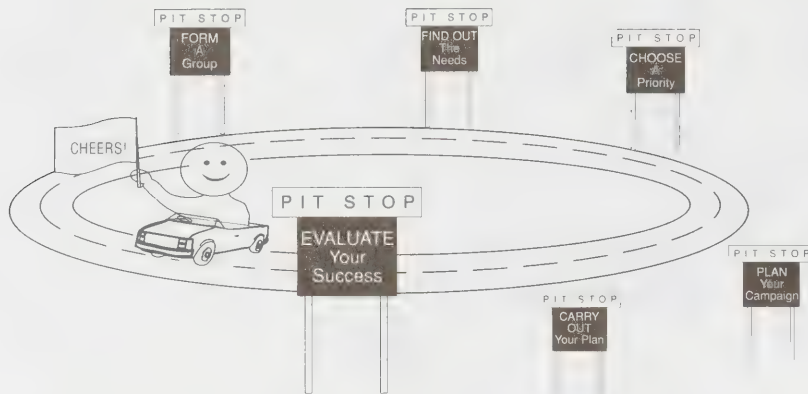
## F. CARRY OUT YOUR PLAN

Now that you've done all the preparation possible, it's time for public action. It's time to carry out the plan.

Launch your campaign, complete with:

- enforcement
- publicity
- community involvement
- evaluation

Just follow the plan, step-by-step. If something unforeseen does arise, adapt as necessary.



The road to curb impaired driving

## G. EVALUATE YOUR SUCCESS

Once the campaign is completed, evaluate your success.

Refer to the evaluation guidelines you set at the beginning.

- Did you accomplish your objectives?
- Did you keep within your overall goal?
- What extra benefits occurred?
- What have you learned for next time?

Report the campaign results.

Now, there's still one very important thing left to do.

### **Celebrate!**

The action group has worked hard to raise awareness about the issue of curbing impaired driving in your area, through an aggressive community campaign. To acknowledge success, and thank those who helped, a social function is likely in order. But please, don't let any of your guests drink and drive!

### **Looking Ahead...**

There may have been changes within your action group during the campaign. New people have been brought in, someone may have had to leave. Now is the time to encourage those who have participated to stay involved, and also seek out and welcome new members.

And besides, you've created a new community environment.

Now you can start thinking about the planning for the next action campaign...



Suggested appendices:

- A. Statistical Summary:** major trends re: impaired driving in each jurisdiction (if these are easily available and can be condensed into a few pages or a few graphic illustrations). - Wayne Smith, Bob Soloman to handle.
- B. Legislation:** highlights of relevant legislation in each jurisdiction. - Wayne Smith, Bob Soloman to handle.
- C. Who Can Help:** listing of major national and provincial/territorial contacts (e.g. alcohol and drug commissions, vehicle insurance crown corporations, Counter-Measures, PAID, MADD, TADD, etc.). - Wayne Smith to handle.
- D. What Others Have Done:** examples of what Canadian groups have done (one or two from each jurisdiction), possibly representative of different stages in the community process, or perhaps different programs for different target groups. Hugh Lindsay of ICBC has offered to provide examples. These will be shipped directly to Ottawa.
- E. Funding sources** that might be available to community groups.





